Center for Care Innovations | March 24, 2016

Strengthening Clinics through Aligned Leadership

Welcome Back!

➢ **Thank YOU for your feedback! We heard that you want more:**

    ➢Opportunities to talk to *each other*

    ➢Advice on talking about and prepping for the survey launch

    ➢Concrete examples of successful culture improvement projects

Great Opportunity!

➢ **1 complimentary registration available to attend the 2016 Great Place to Work Conference-** San Diego, April 6-8

   www.greatplacetowork.com/2016-conference

➢ **Want to attend?** Email Susannah by tomorrow, Friday, March 25 at 12 pm

➢ We will hold a drawing if more than one person wants to attend.

Webinar FAQs

- **Hello?! Can anyone hear me out there?** Not yet! Everyone is on mute, but you will be instructed how to unmute during the team share.

- **But what if I have a great comment or question?** Chat it in! We will address your chats throughout the session.

- **How do I share this awesome webinar with ALL of my friends?** No worries! Slides, recording and referenced materials will be emailed out this afternoon.
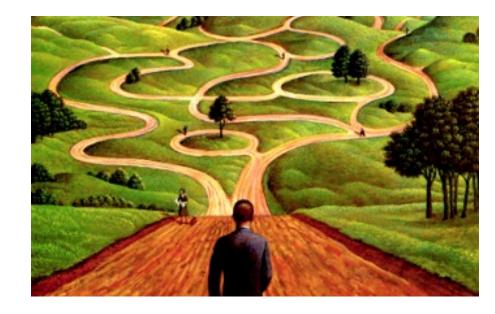
Plan for Today

- Get clearer on culture and culture work

- Understand how to communicate about the survey

- Establish next steps for Executive & Core Team actions

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Reconnecting

How have you started the culture journey since we met in February about culture …

- What (if anything) have you communicated to the organization about the upcoming culture assessment?

- What conversations about culture (if any) have you had in your leadership team?

- What are some specific examples of things that you've observed in your organization that have a positive or negative impact on culture?

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How do you work on culture?

- Culture work is much more about "why" and "how" than "what"

- The work on culture began when you decided to work on culture

- The survey is the first "practice field" for your evolving culture

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Survey Communication to Build Trust

Authentic   Inspiring   Complete

Survey Communication to Build Trust: 3 Levels

1. **Executive Team**

   - Create, hold, and share Culture Vision
   - Determine behavior expectations of others
   - Model desired behaviors, be a culture champion
   - Determine organizational commitments to action

2. **Core Team**

   - Support managers and leaders with information and instruction
   - Model desired behaviors, be a culture champion
   - Manage Trust Index communications

3. **Managers**

   - Support staff through Trust Index
   - Model desired behaviors, be a culture champion
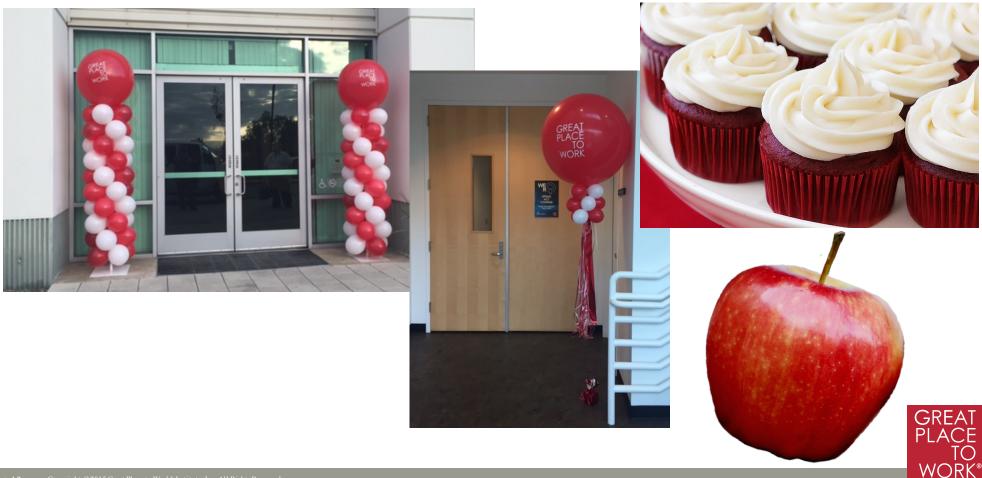   - Create action plans and execute

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Survey Communications Plan: Pre-launch

Timeframe	Key Messaging	Should come from:	Suggested communication channels/ activities
1-2 months before survey launch	**Announce the Great Place to Work® Trust Index© Survey** ▪ Share your Culture Vision **(Culture Stump Speech)** at a high level ▪ Explain why employees should care about the survey, why it's important to the organization ▪ Give survey dates and survey administrator name for questions ▪ Determine where, when, and how people are expected to complete the survey	Organizational Culture Leader (CEO, Executive Director, CHRO, etc.)	▪ All Staff Meeting ▪ All Staff e-mails, memos ▪ Videos or Intranet postings
2 – 4 weeks prior to survey launch (or sooner, if more comprehensive support or expectations)	**Manager Focused Communications: Expectations, Roles, Information** ▪ Communicate to managers: what do they need to do, say, how should they act? What will be expected of them? ▪ Meeting or email explaining managers' role in the process ▪ Educate managers about the Trust Index Survey content ▪ Distribute FAQs to help managers answer employee questions ▪ Answer all questions, ensure Managers feel supported and clear	Executive Team (C-Suite and Divisional Leaders)	▪ In-person meeting(s) ▪ Detailed email with instructions ▪ Handouts or slides about Great Place to Work® and the Great Place to Work® Model© ▪ Survey FAQs

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Survey Communications Plan: Pre-launch

Timeframe	Key Messaging	Should come from:	Suggested communication channels/ activities
Ongoing before launch	**Build Interest & Excitement, Answer Questions, Prepare Employees** Share your **Culture Stump Speech** Communications should answer the following employee questions: • What is the purpose of the survey? • What will the survey ask about? • Why is participating in the survey important? • What are the general procedures for taking the survey? • What steps are taken to protect confidentiality? • How and when will the results be reported? • How will the results be used within the company? • Whom can I ask for more information?	All levels: Executive Team, Core Team, Managers, Leaders	• All Staff Meeting • Department or team meetings • Personal conversations • All Staff e-mails, memos • Videos • Intranet messages • Organization newsletters • Posters and flyers • Food—healthy snacks, cupcakes, anything your team loves. • Balloons, flags… • Be creative!

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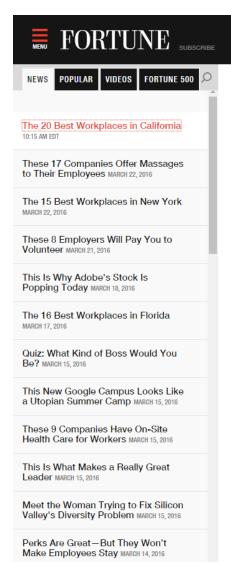# Fun announcement ideas!

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Your "Culture Stump Speech"

- How do I define culture?

- Why do I think it matters?

- What work experiences have I had that shaped my core beliefs about culture?

- Why do I think the CCI process will help our culture?

- How do I see our culture now, and how do I hope to see it evolve?

- How can people help us evolve our culture?

- What other ideas about culture do I want to share?

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The 20 Best Workplaces in California

by Christopher Tkaczyk   @ctkaczyk   MARCH 23, 2016, 10:15 AM EDT

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THE 20 BEST WORKPLACES IN CALIFORNIA

And they're all hiring!

Illustrations by Michael Brandon Myers

Fortune 100 Best Companies to Work For 2016!

30 days of focused content, company reviews & real life examples and ideas for you.

http://fortune.com/best-companies

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Executive Team: Potential Next Steps

- Announce (and re-announce, and re-announce ...) the Trust Index Survey in an impactful way (if you haven't already)

- Develop, test, and refine your Culture Stump Speech so that by the time the survey launches you're delivering it regularly

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Core Team: Potential Next Steps

- Develop and implement your survey implementation plan (using the Communication Plan)

- Work on FAQs (using the FAQ starter set)

- Check with your joint design team member (to say thank you and offer to help)

- Build excitement and interest with creative announcement ideas

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What's Next?

- ➢ **Action steps for Executive and Core Teams** (discussed earlier)

- ➢ **Survey launch!** April 25- May 6

- ➢ **Support Webinar #2-** Next 1-2 months, date announced soon

Thank you!

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